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13 May 1954

MEMORANDUM FOR: Chairman, CIA Career Service Board
FROM: Chairman, Task Force on Evaluation
SUBJECT: Report on evaluation form, "Fitness Report"

1. The Task Force, which was established at the last meeting of the CIA Career Service Board on 6 May, has met four times and transmits the attached revised evaluation form. The persons, including alternates, who comprise the Task Force are as follows:

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Time has not permitted the preparation of this transmittal memorandum for the concurrence and signature of each member of the Task Force. The members have, however, authorized me as Chairman to attempt to express their views and clarify certain issues.

2. The Task Force intensively studied the transcript of the Board's meeting and concluded that its task was to:

- a. Devise a new name for the Report,
- b. Revise the previously submitted Career Selection Report (but only insofar as is absolutely necessary) to make it the sole medium of formal periodic evaluation to be used by the Agency as of 1 July 1954. This would involve consideration of suspending, for the time being at least, the Personnel Evaluation Report,
- c. Insure that the newly revised form is readily adaptable to use overseas so that essentially the same system of evaluation is used for both headquarters and overseas.

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3. An issue of major importance is whether the Report should be shown or not shown to the individual being rated. The Task Force wishes to go on record that it is unanimous in its opinion that the form as proposed should not be shown to the individual. Much greater harm could be done to Agency morale than benefit gained. Attention is called to the certification at the bottom of the first page. The Task Force believes that this statement, to be signed by the supervisor, will preclude, insofar as possible, discrepancies between the official record and the discussion between the supervisor and the subject of the evaluation. It will also insure that the discussion is frank and complete.

4. The Task Force is split on the issue of whether this instrument of personnel management should be used (a) to rate and evaluate the individual, and (b) to permit the individual to express his desires for future assignment and his personal aspirations with respect to a long-time career and to encourage good supervisor-employee relations. More than two-thirds of the Task Force believe that the joining of these fundamental functions is undesirable. It is their opinion that to join these functions at the same time and in the same piece of paper would place both the supervisor and the employee in a situation which could not be expected to promote harmony and would probably damage Agency morale. The remainder of the Task Force believes that both functions should be performed simultaneously in order to reduce the administrative workload of the supervisor. They also believe that the individual should take part in filling out at least a portion of the form.

5. The Task Force wishes to remind the Board - and this is probably unnecessary! - that there will be strenuous objection to some aspects of this form, - or to any other form that could possibly be devised! This is inherent in the problem of devising evaluation systems. No one form will be satisfactory to all, even from a theoretical point of view.

6. It is the consensus of the Task Force that the form as proposed represents the best possible solution of the problem within the limits of the directive which the Task Force was given. The Task Force, therefore, recommends that the form as proposed be approved by the Board for adoption for a specified time after which necessary revisions could be made on the basis of experience gained. During this period, it will be necessary to carefully control the availability of these Fitness Reports in order to reduce the possibility of misinterpretation or misuse of the information that they contain.

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Attachment

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